

Present: Mayor Naugle  
Commissioners Hutchinson, Katz, Moore, and Smith

Also Present: City Manager, City Attorney, and City Clerk

### **1. Budget Priorities for Fiscal Year 2001/2002**

The City Manager recalled that in January he had indicated he would be asking the Commission to consider some substantial policy matters in the coming year. Those issues to be considered today included the Community Redevelopment Area (CRA), Community Area Planning (CAP) financing, and the Water & Sewer Master Plan. He advised that these were primarily multi-year financing issues, and he was seeking a focus on the operating budget for the next fiscal year. The City Manager stated that while the issues he had just mentioned had identified funding sources, there was always an impact on the operating budget as well. He explained that those impacts could involve the need for additional staff throughout the organization, for example, or they could have a direct impact on the annual budget. The City Manager hoped the majority of this meeting could be devoted to discussing Commission priorities as they related to the operating budget.

Mr. Terry Sharp, Assistant Director of Finance, provided a "power point" presentation, including:

#### *Financial Rules and Trends*

- The operating budget should include recurring expenditures funded with recurring revenues;
- General Obligation debt should not exceed 3% of assessed valuation or \$750 per capita;
- Unreserved fund balance should equal 5% to 7% of the adopted budget;
- Efforts should be made to maintain or improve the City's bond rating;
- Average annual bond maturities should not exceed 15 years and the maximum maturity should not extend beyond the life of the improvement; and
- Annual debt service requirements should not exceed 10% of the annual budget.

Mayor Naugle asked who had adopted the rule about general obligation debt not exceeding 3% of assessed valuation. Mr. Sharp replied that the Commission had adopted this policy with the budget. Commissioner Smith asked if there was a national standard for municipalities. Mr. Damon Adams, Director of Finance, explained that the standard was typically expressed as a per capita basis, and the national average was \$1,000 per capita as compared to \$750. Mayor Naugle inquired about the average of the top 10 cities in Florida. Mr. Adams said he could obtain that information.

Mayor Naugle understood the goal was to have an unreserved balance of 5% to 7% of the adopted budget. He asked what the actual unreserved balance had been for the year 2000, and Mr. Sharp replied that it had been 4%. Commissioner Smith understood this was a "rainy day" fund, and Mr. Sharp agreed that was correct.

Commissioner Moore asked if the City currently prepared a zero-based budget at the beginning of the year. The City Manager replied that zero-based budgeting involved starting with nothing. Instead, he relied on a base year or core year. Then, staff projected how much it would cost to provide the same level of service in the upcoming year, as well as how much it would cost to enhance services. Commissioner Moore understood that zero-based budgeting allowed for the validation of every expenditure and revenue. The City Manager advised that was not necessarily the case on the expenditure side. He felt that service levels had been adjudged to be adequate or better than most in the past, and the alternative was to go back and rejustify why the City needed a Police Department of a certain size, or a Fire Department of a certain size, etc. The City Manager thought this approach was a question of how much time should be spent on the process itself as compared to the value derived.

Commissioner Smith understood the City had a AA bond rating and wondered if there were any nearby cities with a rating of AAA. Mr. Sharp believed Boca Raton and Coral Springs had AAA ratings.

Mayor Naugle asked if the rule about annual debt service requirements not exceeding 10% of the annual budget was a Finance Department rule. Mr. Adams stated that staff had developed these rules in the mid 1980s, and they had been adopted by the City Commission as a financial policy that had been carried forward each year. He agreed to find out when that had occurred.

Mr. Sharp said that some conclusions could be reached about trends, including:

- Debt was low;
- Unreserved General Fund balance was low;
- Improvement in the bond ratings was limited by fund balance;
- Improved rating would minimize interest costs for borrowing; and
- It was important for the City to invest in the future through prudent capital improvements.

Mr. Sharp discussed the nature of the General Fund operating budget. He stated that property taxes accounted for one-third of the City's resources, and over 70% of costs were personnel-related. In addition, transfers to other funds had grown steadily to almost \$15.5 million for debt service and general capital improvements. Mr. Sharp said that general debt components included outstanding general obligation bonds, excise tax bonds, and Sunshine State Financing Commission. Commissioner Smith inquired about the Sunshine State Financing Commission. Mr. Adams replied that this was used for short-term, variable rate debt.

Mr. Sharp listed potential debt obligations, including:

- Hyde Park Site - \$8 million
- Water and Sewer Master Plan
- NWPFH CRA – Tax Increment Bonds
- Community Area Plan – Special Assessment Bonds
- Enhanced CIP Borrowing
- Lincoln Park Project
- PAVE Program

Commissioner Smith asked if answer had been received with regard to the Hyde Park Site. The City Attorney replied that an extension had been granted so an answer was not due yet. Commissioner Smith inquired about the enhanced CIP borrowing. Mr. Sharp said there had been some discussion about recapitalization. The City Manager believed each Commissioner had received communications from the Budget Advisory Board and others expressing concern about accelerating recapitalization of infrastructure. He advised that a presentation in this regard would be presented to the Commission in the next month or so, but it anticipated putting more money into these types of things.

Commissioner Katz noted that the Water and Sewer Master Plan was listed as a potential debt obligation. She had thought it would be funded by sewer bills. Mr. Sharp agreed that was the intent, but it was still listed here because it would have impacts on the Water & Sewer operating budget and could have impact on the general fund budget in terms of staff and project management. Commissioner Smith pointed out that CAP and CRA items both had associated revenue, but they were also listed because there could be other budget impacts. Mr. Sharp agreed that was correct.

Mr. Sharp referred to what was known about next year. He stated that challenges included labor agreements, water restriction impacts, economic uncertainty, employee health benefits, and competing interests for limited resources. However, the impact of those challenges was generally known. He stated that a 3% to 6% drop in water and sewer revenues could be expected, and there would be a loss of about \$150,000 in utility taxes on water sales. Mr. Sharp noted that staff would be closely monitoring the economy over the next 18 months in terms of potential budget impacts, and a report about insurance costs would be available within the next few days. Mr. Sharp added that staff wanted to ensure capture of the Commission's priorities due to limited resources.

Mr. Sharp stated that on the plus side for next year, the City had continued growth in its tax base, and there was excitement about future development. He advised that there would be an additional \$1.5 million in the ending General Fund balance, and general pension costs were not rising as much as staff had projected. Mr. Sharp discussed opportunities in the current year. He reported that the upcoming DROP provisions would provide an opportunity for reengineering because there would be several vacant positions resulting, so they could be analyzed and efficiencies implemented. He stated that continuous improvement of productivity was an organizational value, and implementation of prudent capital improvements should yield a return on the investment in the future. In addition, establishment of Commission priorities would focus limited resources on the most important efforts.

Mr. Sharp recalled that staff had presented an existing matrix of Commission priorities last year and asked the Commission to refine it, but that approach had been somewhat difficult and confusing. Therefore, staff was suggesting that the Commission start from scratch this year and form a new list of priorities based on the discussions that had taken place over the last 12 months. He also suggested a focus on items that would require additional operating resources next year, and he advised this would serve as one of the guideposts for preparation of the City manager's proposed budget.

Commissioner Katz asked how much it would cost to maintain the current level of service without the addition of all the new items that would be discussed today. Mayor Naugle wondered what the tax rate would be if current service levels were maintained. Commissioner Katz agreed she was wondering if a tax increase would be necessary just to maintain current service levels. Mr. Sharp thought it would be premature to discuss tax rates, but the labor agreements alone would cost \$7 million to \$8 million. However, the numbers for the tax base would not be available until June 29, 2001. At that point, staff would have an idea of what new construction and growth could be expected in order to determine a millage rate, with the rolled back rate.

Mayor Naugle felt a projection was necessary. Commissioner Smith asked if staff could project how much additional property tax revenue could be expected. Mr. Sharp said that based on the Certificates of Occupancy issued in calendar year 2000, the City could expect at least another \$350,000 in property tax revenues from projects worth \$200,000 or more. Commissioner Smith understood that related to new projects, and he inquired about current assessed values. Mr. Sharp stated that tax revenues generated last year from new construction had been about \$1.1 million, which was less than had been anticipated.

Mr. Sharp said the objective of today's discussion was to obtain the Commission's priorities for the next year in terms of the operating budget. Mayor Naugle wondered how much would be available for increased services. Commissioner Moore thought staff wanted to know the Commission's priorities so they could provide information as to the kind of tax increase it might take to accomplish those goals. Mayor Naugle pointed out that the economy was very uncertain, and he did not think the residents wanted a tax increase. Commissioner Smith noted that priorities might change based upon the budget outlook. Commissioner Moore pointed out that \$6 million to \$8 million more would be necessary based upon labor negotiations. It was his understanding that for every \$1 million a 3% tax increase would be necessary. Mayor Naugle agreed that was true unless expenditures were reduced. Commissioner Smith added that increased property values might make up a fair portion of that amount.

Mayor Naugle understood the labor agreements were for 3 years and asked how much it would cost in each year. Mr. Sharp stated that the current year cost was \$5 million, and the cost in the next two years would be \$7 million to \$7.5 million. Mayor Naugle asked Mr. Sharp if he had any idea what the projected revenues would be, but he did not have that information at this time. Mayor Naugle was not comfortable talking about how money would be spent without knowing how much money was available.

The City Manager stated that in his first year with the City, there had been criticism about not paying appropriate attention to the Commission's priorities. Therefore, in the second year sessions like this one had been scheduled to ensure there was consensus on the Commission's priorities, although he could not commit to funding every priority in the budget. Commissioner Moore agreed the only way staff could meet his needs was if they knew his desires. Commissioner Smith pointed out that even if there were new needs that did not mean current expenditures could not be cut to avoid a tax increase. The City Manager agreed that was an option, although only one-third of the budget was funded by property taxes.

Mayor Naugle asked if a forecast would be available in May. The City Manager stated that the projections on the property taxes would not be available until June 1, 2001, and there should be some good projections by the end of June to incorporate into the recommended budget that would be presented at the second meeting in July. Commissioner Katz asked when the budget would be advertised. The City Manager stated that a budget schedule had been included in the back-up material. Mr. Sharp outlined the schedule as follows:

April 30	Commission Workshop
May	City Manager Reviews
June	Balancing
July 17	Budget Message
August	Budget Advisory Board Review
September	Public Hearings/Adoption
October 1	Beginning of Fiscal Year

Mayor Naugle wanted a forecast at the second meeting in June before the Budget Message was presented. It was agreed.

Mayor Naugle recalled that when the issue of annexation had arisen, he had predicted that staff would come to the Commission for more personnel, and that was what had happened. The City Manager reported that the prospects of the annexation vote for Melrose Park and Lauderdale Isles was not very promising. It appeared that agreement had not been reached, and it looked as if annexations involving the central part of Broward County would be put off for another year. He stated that annexation had been included in the budget priorities for additional resources because if annexation did occur, it would impact the budget calculations. Nevertheless, it appeared that would not occur this year.

Commissioner Smith asked if Melrose Park would still be revenue neutral. Mayor Naugle noted that a core charge was always involved for such things as a portion of the City Manager's salary, etc. Mr. Pete Witschen, Assistant City Manager, stated that the cost of police and fire services, for example, would be less if both areas were annexed. He advised that how infrastructure would be funded was still an issue. Commissioner Smith asked if the areas were revenue neutral separately. Mr. Witschen replied they both were without the core charge. Mayor Naugle noted that if the vote was not taken this year, there would be another year to negotiate about the infrastructure. Mr. Witschen agreed that was true.

Commissioner Smith felt it was essential to know every cost associated with annexation so that everything could be budgeted. The City Manager agreed. Commissioner Moore wondered what would happen to the County personnel who would no longer be needed when areas were annexed into cities. He thought it was possible that those individuals could be transferred, and he suggested that issue be discussed with the County Commission at the joint meeting on May 15, 2001.

Commissioner Moore also wanted to begin dealing with County-owned property, such as Delevoe Park. He wished to discuss including those properties within the City's boundaries, since there would be no additional cost with the exception of police services. Mayor Naugle thought the only way the City would be able to annex some areas where the revenue was not present would be to get some type of subsidy for operating expenditures for, perhaps, 10 years or until the area started to break even. He believed that if all the cities insisted on that, it would be a realistic goal.

Mayor Naugle referred to the One-Stop Shop. He wondered when fees could be adjusted to cover costs. Mr. Greg Kisela, Assistant City Manager, stated that costs could be adjusted annually. Ms. Cecelia Hollar, Construction Services, stated that a study would be necessary to justify an increase since the last one had been conducted in the early 1990s. Commissioner Moore recalled that despite the recommendation based on that study, the Commission had not elected to increase fees accordingly. Mayor Naugle thought it would be necessary to hire a consultant to determine fair fees and a system that averaged out so a \$5 smoke detector installation did not cost \$200 for a permit.

Commissioner Moore pointed out that the cost of the item being installed was not the issue. Rather, the issue was the amount of staff time involved. Commissioner Smith wondered what could be done to expedite the permitting process. Ms. Hollar stated that the positions staff had focused on had been in the zoning aspect of the process, and inspections were also critical. Mayor Naugle understood time was money, and if people were willing to pay a little more to get faster service, buildings could be constructed more quickly. However, he wanted a fee schedule that recognized that some things were minor.

Commissioner Smith inquired about the Building Inspector II position. Ms. Hollar stated that the Inspectors averaged 21 to 28 inspections per day, while the County Board of Rules and Appeals called for a standard of no more than 14 or 15 per day. She explained that customer service dropped because the inspectors were in such a hurry due to the fact that inspections had to be conducted the day after they were requested. Ms. Hollar said that the additional inspector would allow some flexibility.

Mayor Naugle desired information about the fees charged by other large cities. Commissioner Smith assumed the accelerated fee program paid for itself. Ms. Hollar advised it did, although the money went back into the General Fund.

Commissioner Moore referred to occupational licenses. He thought the City could collect such fees for the County. Commissioner Moore explained that the County often gave licenses for occupations that were not allowed in a particular location in the City. Then, the person attempted to obtain a City license and discovered the use was not allowed. He felt if the City collected the fees for the County, there would be an opportunity to cross check the zoning issues. In addition, a service fee could be imposed for collecting the fees for the County. Commissioner Smith asked if other cities did this, and Commissioner Moore replied that a prototype was being worked out now with a few cities. He felt Fort Lauderdale should be one of the prototype cities.

The City Manager said he'd had a telephone conversation with Commissioner Moore in this regard, and he had a few concerns. For example, the basis of the City's collection of occupational license fees was not necessarily the same as the County's. He stated that while some people considered licenses regulatory, they were usually just a revenue source. The City Manager advised that he would investigate the possibilities and provide a report. Mayor Naugle asked if staff could do a sampling of 100 City occupational licenses and see how many also had County licenses, and then examine 100 County licenses and see how many had City licenses.

At 4:08 P.M., Commissioner Hutchinson left the meeting. She returned at 4:11 P.M.

Commissioner Moore had no problem proceeding in the direction suggested by the City Manager, but he believed this would be to the City's benefit.

Commissioner Smith inquired about the need for a residential built-out density study and why it would cost so much. Mayor Naugle wondered if the cost could be captured through development impact fees for use of the units. The City Manager stated that the number of units needed to be based on some reliable information through an objective study. Commissioner Smith understood the density was based on an established number, and projects downtown could continue to be approved until that number was exhausted. He also understood this study would determine if there was room for more after that number was exhausted. The City Manager did not know if the study would provide justification for going beyond that number. Commissioner Smith was not certain of the value of the study.

The City Manager explained that in the past, the number had been “backed into.” He thought there was a reasonable way to reach the number. Mayor Naugle thought the \$200,000 could be recovered by charging a certain fee per unit for processing, and any fee had to be justifiable. The City Attorney agreed a cost-based fee would be defensible. Commissioner Smith wanted more information before the study was approved. It was the consensus of the Commission to pursue a mechanism for recovery of the \$200,000 study fee if it was approved.

The City Manager referred to infrastructure recapitalization. He stated that there had always been a “subsistence level” of infrastructure recapitalization, and he thought consideration should be given to repairing existing facilities. He noted that a fire station was being replaced, but it had taken a number of years to set the necessary funds aside. The City Manager was concerned that continuing at that same level might bring the situation to crisis proportions with some of the structures. He understood there were different opinions relating to aging and the need to repair and/or replace various aspects of the infrastructure, and that had to be discussed, but he believed various members of the Commission had raised the issue on more than one occasion in the past.

The City Manager noted that there were competing interests with respect to NCIP/BCIP/Special Assessment project support. He stated that while there were various means of funding the projects themselves, there were limited staff resources to implement these types of projects. Commissioner Smith thought it was important to devote the necessary resources to these projects. Commissioner Hutchinson agreed projects should move through the system in a timely fashion.

Commissioner Smith did not think City buildings should be anything other than functional and safe, and he did not believe the citizens wanted fancy municipal buildings. Commissioner Moore understood the rest of the Commission felt there should be additional staff as mentioned in the exhibit. Commissioner Katz felt NCIP/BCIP projects should take a high priority even if something else had to be cut.

The City Manager stated that sidewalks were always a concern. He advised that there was money to repair sidewalks, but he also felt the City should encourage businesses to match funds for sidewalks. He felt maintenance of existing sidewalks should remain a priority due to the liability issue, but there were costs associated with escalating the program. The City Manager explained that there was money for the sidewalks, but there was not enough staff to pursue the projects. Commissioner Smith asked if there was a problem identifying where there were broken sidewalks.

Mr. Kisela explained that the issue involved being proactive with neighborhoods. He stated that some neighborhoods understood they had a responsibility to repair their sidewalks, and staff could work with the contractors on full cost recovery. Commissioner Hutchinson suggested this be handled like the swale program with 50/50 matching funds. Commissioner Smith thought it was a shame that Code Inspectors or Police Officers could not identify where the broken sidewalks were located. Mr. Kisela stated that there had been some success going into neighborhoods and working with each of the property owners that had broken sidewalks. However, it took a lot of work to manage the projects. He explained that the Engineering Inspector would do the sidewalk inspections, the follow-up notifications, and work with the property owners.

Commissioner Smith was concerned about the growth of the workforce since half the budget was personnel related, and it should not be taken lightly. Mayor Naugle noted that one slip and fall accident on a broken sidewalk could pay for this position. Commissioner Katz thought there must be someone else who could do the job. Commissioner Smith believed there were already City employees in the neighborhoods. He recalled a process in which employees would note situations on a form for referral to the proper departments when they were out in the community, and he preferred to key in on that type of process and achieve some economies of scale with employees performing various functions.

Commissioner Moore understood Commissioner Smith's point, but he thought the reason the employees who were already out in the neighborhoods were not addressing sidewalks, etc. because of their existing workloads. He wondered if employees who were on light duty could perform this type of inspection, and he did not know why an Engineering Inspector was necessary. Mr. Kisela explained it was an Inspector within the Engineering Division. Commissioner Moore felt the City Manager should have the opportunity to fund a position if other measures did not prove successful.

Commissioner Smith noted that a 50/50 sidewalk project might require the City to do the engineering design, and he thought that might be a concern. He thought the Engineering Inspector for the NCIP/BCIP/Special Assessment projects could handle this assignment as well. Mr. Kisela explained that this position was intended to handle the process from start to finish. Mayor Naugle thought the Commission agreed there was a need to handle these projects, but they wanted it done as economically as possible.

Commissioner Moore pointed out that many sidewalks were broken by demolition contractors, who drove big tractors over the sidewalk. He felt the sidewalks should be inspected after demolition jobs. *Mr. Michael Kasten* believed the Council of Civic Associations could help the City manage those things, or at least report those situations because the neighbors were the "eyes of the community." The Commission thought that was a great idea.

Commissioner Katz referred to traffic calming measures and questioned the idea of 30 permanent road closures each year. She wondered if there were that many each year. Commissioner Hutchinson thought only temporary closures were installed. Commissioner Moore stated that residents were concerned about the quality of the closures. He felt the only way to deal with that was with curbing, landscaping and irrigation, and then the closures had to be maintained. Mayor Naugle suggested special assessment projects to address closures.



Commissioner Smith thought \$1.3 million seemed aggressive. He wondered how many outstanding speed hump and closures requests there were. Mr. Kisela noted that a turnaround in Pompano Beach had been observed, and everyone loved it, but it had cost \$80,000. Commissioner Katz desired a breakdown of the projected speed humps and closures along with when they might need funding. Commissioner Moore pointed out that the closures done in the past had not met the needs of the community. He thought the special assessment process was a good idea if neighborhoods wanted aesthetically pleasing closures and were willing to pay for them. He liked the concept, but he agreed the amount was a concern. However, he was aware of about 25 roadways that would be studied in the near future. Commissioner Katz noted that maybe only a few would meet the criteria. Commissioner Moore agreed that was true, or 20 could meet the criteria, and that was in his district alone.

Commissioner Smith noted that the left turn lanes on Southeast 15<sup>th</sup> Avenue, between Broward and Las Olas Boulevards, needed to be addressed. He felt that was something that should be done as soon as possible. Commissioner Hutchinson thought that if traffic flow was going to be improved, there was money available. Mayor Naugle believed some of it could come from a study required for a development. For example, if someone wanted to build 300 units at Broward Boulevard and Federal Highway, it would be in his interests to pay for a couple of turn lanes. He pointed out that there were issues with turn lanes on Federal Highway as well. Commissioner Smith concurred. Commissioner Moore pointed out that special assessment was another option.

Commissioner Smith required a timetable for Southeast 15<sup>th</sup> Avenue left turn lanes. The City Manager stated that staff was investigating the funding possibilities already, although it was not a focus in preparing next year's budget. Commissioner Smith said he was receiving a lot of inquiries in this regard, and he'd like to be able to tell people when they might expect some relief.

Commissioner Smith referred to mass transit. Mayor Naugle noted that funding for mass transit had to be recurring, perhaps through assessment on office space. Commissioner Smith understood the County was working on a way to charge impact fees on new development for transportation. He believed a report on that was due in June, but he felt this issue should be included on the Commission's list of priorities. Commissioner Moore felt mass transit should be a category in itself as a priority.

Mayor Naugle thought one meaningful mass transit project would be to provide remote parking with shuttle services, similar to the system in Orlando. He also understood the City of Miami had recently started imposing parking surcharges, even on private buildings. He explained that everyone paid those surcharges, and then the money could be put into a mass transit fund. Mayor Naugle believed Fort Lauderdale could achieve the same thing since it was the next largest city, and it could be shown that it would uniquely improve the quality of life.

Commissioner Moore felt the budget would be "missing the boat" if nothing more was done in the area of parks facilities. He felt the Parks & Recreation Department should put more people in the parks to address the day-to-day guidance of youth at the parks. Commissioner Moore was pleased that there were some non-profit organizations providing Little League, etc., to certain children, but there were many children who were not afforded these opportunities. He believed the staff in the department was less than in the past, but the need for providing direction to youth was greater than it had ever been. Commissioner Moore felt staffing parks should be a budget priority.

Mayor Naugle asked Commissioner Moore if he would be willing to consider the idea of contracting with other agencies in this respect, such as the Boys and Girls Clubs and the YMCA. Commissioner Moore said that had been tried at Carter Park, but it had not worked out very well. Nevertheless, he did not object to the idea. He also did not object to the idea of putting some money in the budget for more staffing at parks.

Commissioner Smith thought the problem was the lack of outreach. He believed the programs existed, but they were not connected to the areas where they were most needed. Mayor Naugle thought that if some of the non-profit organizations helped, staffing could be increased without too great an expense. He stated that every time taxes were raised, a parent had to work harder and leave their children home alone needing these programs. Mayor Naugle said that 40% of people's incomes in Florida were going toward paying taxes. He thought that reducing that would give people more time to spend with their children.

Commissioner Moore asked staff to compare Parks & Recreation Department staffing levels 25 years ago to staffing today. He said he was not trying to get additional taxes, but perhaps some monies could be reappropriated. Commissioner Moore thought it was more cost effective to provide young people with direction than to deal with them through the criminal justice system later.

Commissioner Smith felt the Little League should be challenged to have teams that encompassed youth from needy neighborhoods. Commissioner Moore wondered why all the Little League activity had to occur at Holiday Park. Commissioner Smith thought it was a question of economy of scale. Commissioner Moore felt it would be helpful if consideration was given to scattering resources throughout the community.

Mayor Naugle said he would love to see the City's pools operated on a year round basis. He believed the greatest danger to children in South Florida today was drowning. He thought there might be someone interested in taking over the pools and operating them all year. The City Manager said that staff had looked at this idea in the past, and there had been various difficulties, but they could do so again and examine the staffing levels 25 years ago. He agreed to bring all that back in some meaningful form for discussion.

There were no objections to the priorities regarding median upgrades. Mayor Naugle wondered why the necessary accounting support could not come from revenue funds. Mr. Adams agreed that was something that could be considered. Commissioner Moore suggested contracting for a webmaster. Ms. Leslie Backus, Public Information Office, explained that more than one webmaster was needed with all the daily updates. Mayor Naugle did not think a webmaster was needed for daily updates. He suggested a "cybrarian."

Commissioner Moore understood the webmaster was the person who designed the page, and it did not need to be redesigned very often. It was his understanding that most of the work involved data being changed. He thought a "kid out of high school" could do that. Ms. Backus stated that this was how the web site had started out when it was first created. However, contract people did not work on one site at a time but, if they did, they were more expensive than a webmaster. She stated that as the site had grown to the more than 1,000 pages of information it had now, the job had become more than a full-time job. Ms. Backus stated that interactive applications were being added, and the City was very close to true e-commerce with the payment of traffic citations via the Internet. She did not think these were tasks that a "cybrarian" could perform.

Commissioner Smith asked how many "hits" there were on the City's site. Ms. Backus said that there were about 2 million hits per year. The City Manager felt the City should always be prepared to examine outsourcing or reengineering. Mayor Naugle asked what portion of the webmaster cost was charged to Enterprise Funds. He pointed out that the Airport had a significant portion of the web site and felt it should be paid for by the Enterprise Fund. There were no objections.

At 4:54 P.M., Commissioner Hutchinson left the meeting. She returned at 4:56 P.M.

Mayor Naugle asked if the proposed north beach lifeguards would serve the portion of the beach from The Palms southward. Mr. Phil Thornburg, Acting Parks & Recreation Director, advised it would cover the area from Sunrise Boulevard north to 18<sup>th</sup> Street. Commissioner Moore liked the idea.

Commissioner Smith recalled discussion about metering the parking at the north end of the beach to pay for these lifeguards, with City residents exempt from the parking fee through a 100% discount card to use at the meters. He felt that would allow the people visiting the beach from throughout the County to pay for this service, which he thought was proper. Commissioner Moore did not think generating money was the only issue. He liked the idea that there were parts of the beach people could visit without spending money. Commissioner Moore thought that if generating dollars were the only issue, the City would not be operating the Stadium as it did. Commissioner Smith believed people would still come even if they had to pay a dollar or two to park. Mayor Naugle noted they could take a trolley or tram. Commissioner Moore was sure there was some economic benefit in the activity.

Mr. Bud Bentley, Assistant City Manager, recalled that the City Commission had asked for a study of the users of the parking at the north end of the beach, and it appeared about 75% of the users were not City residents. He advised that the study would be completed within 30 days.

Commissioner Moore did not like the idea of Personally Assigned Vehicles (PAVE) for police officers. Commissioner Smith thought that in tandem to taking home patrol cars, there should be a program to encourage officers to live within Fort Lauderdale. He felt the exposure of the cars being driven and parked around the City was beneficial. The Police Chief noted that there had been 10 officers living in the City 6 years ago, and there were now about 42. He advised that there was an agenda item being presented tomorrow in this regard, and there was still a shortfall of a few cars, so he would continue to work with the Law Enforcement Trust Fund. Commissioner Smith believed 42 officers represented only 10% of the force.

Mayor Naugle inquired about the policy for use of the cars. The Police Chief advised the policy was still being developed, and it would be presented to the Commission soon. At present, the idea was to use the car within the City. Commissioner Moore was concerned about exposure to liability when officers used the cars while off duty. The City Attorney agreed that was an issue as the City was the primary owner of the vehicles. Mayor Naugle felt this was one important reason that policies as to the use of the vehicles be established before the vehicles were released.

Commissioner Moore understood the first group of cars would only be assigned to officers living in Fort Lauderdale. The Police Chief stated that was true with the exception of Sergeants because one of the components of the labor agreements was that this program would be offered to officers living in the City and supervisors. Commissioner Moore asked how many Sergeants there were, and the Police Chief believed there were 36 Sergeants. Mayor Naugle pointed out that there were only 34 cars. The Police Chief stated that 5 of the officers lived outside Broward County.

Mr. Kasten wondered how the County Sheriff's Office addressed the liability issue. The City Manager believed the participants paid for the insurance. He noted that other cities had this type of police, and Commissioner Smith suggested that staff investigate how other cities handled the usage policy and the issue of liability. Mayor Naugle thought the one thing that would encourage police officers to move into Fort Lauderdale would be to improve the schools.

Action: As discussed.

## **2. Other Matters of Interest**

Commissioner Katz advised that she had been working on a *long-term design plan*, and FAU would be doing some things for the City as something of a summer homework assignment. One would be a project in the downtown, but there would be a price for additional work that was necessary to develop a plan to connect downtown buildings with surrounding neighborhoods, the beach, etc. The intent was to come up with some creative ideas for planning for pedestrian ways and public spaces through the types of buildings developers were permitted to construct. Commissioner Katz hoped the Commission would set some money aside for this when the time came.

Mayor Naugle wondered if the Downtown Development Authority (DDA) might provide some matching funds. Commissioner Katz agreed that was a possibility, and there were others as well. Mayor Naugle noted that Miami Beach had a Design Board, and he felt the City should look into it. Commissioner Katz thought that might be one outcome. Commissioner Smith wondered if some of the resources for long-term planning should be redirected. He asked how much money would be necessary. Commissioner Katz thought somewhere between \$50,000 and \$100,000.

Commissioner Moore felt the City needed adequate *real estate staffing* levels to assemble property and move forward projects such as the 7<sup>th</sup>/9<sup>th</sup> Avenue Connector, Andrews Avenue, 3<sup>rd</sup> Avenue, Sistrunk Boulevard, and Southeast 15<sup>th</sup> Avenue. He pointed out that the expectations of the community were very high, and existing real estate staff was stretched thin. Commissioner Smith felt this was something that should be privatized. Commissioner Moore thought there should be additional resources one way or another. Mayor Naugle wondered if the City could contract with the Property Appraiser in this respect.

Commissioner Moore was also concerned about staffing levels for the *CAP Initiative*. He believed there would be greater expectations as the initiative was furthered, and he thought staffing levels should be increased.

Commissioner Katz did not think the City had sufficient resources devoted to *grant writing*. Commissioner Smith liked the way the Parks & Recreation Department handled grant writing in which the writer was paid on the basis of the grants obtained. The City Manager advised that was how it had started, but there was a State law that prohibited it strictly on a contingency basis. The City Attorney stated there was a base salary along with performance-based incentives. The City Manager said his intention was to retain the services of a firm that had been very successful in obtaining State and federal grants on a performance basis. He advised this would be brought to the Commission for approval, and this was not something that had to wait until the next budget year necessarily.

Commissioner Katz stated that in the past year, there had been 2 consultants for the *Economic Development Department*, but she had not seen much difference. She wondered if there was room for an “economic development guru” or consultant on call to help with bringing in businesses or retaining businesses. Commissioner Moore believed the City gave funds to the Chamber of Commerce and the Broward Alliance to do that sort of thing. He did not mind cutting that money if the Commission preferred the City do it itself, but he had thought they had been doing a good job.

Mr. Witschen stated that the Broward Alliance concentrated on bringing business to the County, and then the Economic Development Department focused on bringing business into Fort Lauderdale. Commissioner Moore had personally seen some success in this respect. He cited the Konover site as an example.

Commissioner Smith wondered if there should be an Economic Development Department head because the function was currently handled by an Assistant City Manager, and maybe it was too spread out. Commissioner Katz concurred. Mayor Naugle suggested that the Economic Development Advisory Board be asked for a recommendation and whether or not dollars from the Chamber of Commerce and the Broward Alliance should be redirected to the City's Economic Development Department. He also suggested Commissioner Katz appear at the Board's meeting. She said she would do that, but she was not sure how “up front” they would be with her because everyone had their own agenda, and this was more of a policy decision for the Commission. Nevertheless, she welcomed the input.

Commissioner Moore felt there should be measurable outcomes from the entities to which the City contributed funds for these efforts. He did not think a gift from the City to the Chamber of Commerce and the Broward Alliance should be automatic. Commissioner Katz noted that Miramar had been very successful in this respect. Commissioner Moore agreed it had been successful, but it also had a lot of land. Mayor Naugle added it had inexpensive land available.

Commissioner Smith asked the City Manager how he felt about a department head for Economic Development rather than “stretching” an Assistant City Manager. The City Manager said that he could discuss his philosophy as it related to that Department, but he did stretch most of his Assistant City Managers with departmental responsibilities, which was his particular style. He thought the issue should be considered from the perspective of outcomes, as Commissioner Moore had mentioned. The City Manager felt more than a year of experience had to be examined because economic development did not begin and end in any one given year. He pointed out, for example, that projects that were being built now had actually been started two or more years ago, and he believed there had been successes realized with the help of the Chamber and the Broward Alliance. The City Manager thought this was an activity that required more explanation.

Mayor Naugle agreed that a lot was being done, and he spent a lot of time making calls himself. He felt the most important thing the City could do to encourage economic development and jobs would be to straighten out the Building Department because the Building Department and the Fire Inspectors could "run off" anyone the Economic Development could bring in. Mayor Naugle thought reasonable, reliable regulations were the best thing the government could provide to increase economic development. Commissioner Katz agreed, but she did not think the City should just wait for businesses to step forward. She felt a more proactive approach was necessary.

Commissioner Smith wanted to note that the President of the Council of Civic Association had been present earlier, which was helpful.

Commissioner Moore referred to social service funding, and he hoped that would be a consistent funding priority for the City. He noted that there had been an earlier suggestion about non-profit organizations helping the City with its recreational programming, and these were the types of entities that sought the social service funding from the City. He believed that no matter how little the contribution, it could make an entity viable and ultimately save the City money. Commissioner Moore hoped the Commission would hear testimony about how these organizations served the community and consider the idea of a limited funding cycle. Commissioner Smith understood the advisory board would be discussing the subject for next year.

Mayor Naugle hoped the City could always find ways to reward employees who "went the extra mile" with a merit pay system as opposed to a longevity system. He did not feel the City had that now, but he looked forward to pay practices more like the private sector in the future, starting with management. Commissioner Smith agreed.

Commissioner Moore commended the Finance Director and Assistant Finance Director on the back-up material presented this afternoon.

Meeting adjourned at 5:32 P.M.

NOTE: A MECHANICAL RECORDING HAS BEEN MADE OF THE FOREGOING PROCEEDINGS, OF WHICH THESE MINUTES ARE A PART, AND IS ON FILE IN THE OFFICE OF THE CITY CLERK FOR A PERIOD OF TWO YEARS.